

# Cost Recovery, Resource Allocation & Revenue Enhancement Study



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- Welcome & introductions – Brian Albright, Director or Renee Hilton, Assistant Director
- Why a study
- Working together



# Agenda



- I. Process review
- II. Planning philosophy – values, vision & mission
- III. The tools and next steps
- IV. Your thoughts, questions, comments
- V. Thank you, acknowledgments, & closing remarks –  
Brian Albright, Director or Renee Hilton, Assistant Director

County of San Diego  
Department of Parks &  
Recreation

# Project Team



# The Study Process

- Community profile
- Public outreach & participation
- Public & private providers
- Core services & mission
- Use of taxpayer investment
- Partnerships & revenue enhancement opportunities
- Impacts of trends & “greening”
- Key fee comparisons
- Pricing methodologies



# Engagement Strategies

- Public Meetings
- Summits
- Focus Groups
  - Staff
  - Stakeholder groups
- Statistically Valid Survey
- Web-based Input – [www.sdparks.org](http://www.sdparks.org)



*Hearing all Voices*

# Why a Summit?

- Community & stakeholder engagement
- Governance & staff participation
- Builds on agency's current Values, Vision, & Mission
- Identifies the over-arching value of Parks & Recreation services (regardless of which agency provides the services)
- Connects project vision to community issues that Parks & Recreation services can impact/influence
- Establishes baseline for measuring performance, current LOS, gaps, & collaborative opportunities

**Societal/Community  
Values**



**Organizational  
Values**

**Member/Staff  
Values**

**Governing Bodies/  
Policy Maker  
Values**



# What Do You Value?



What is NOT the role of parks and recreation in the community?



What community issues or problems exist that parks and recreation can address?



What is the value of parks and recreation to the community?  
What positive outcomes can parks and recreation influence?

# Vision

- Focuses on the future
- Articulates an achievable ideal
- Imagines what others may not be able see
- Creates an image of what extraordinary feats are possible!!



# What's Your Vision?



What will the community “need” from parks and recreation in the future?



What three conditions/issues will parks and recreation influence? What are the priorities?

# Mission Statement

- Leads to the realization of the organization's vision based upon the organization's values
- Addresses who is served; what services are provided; how services are provided; and why they are provided



# Recap...

**Values** – What is important

**Vision** – Our future position; the condition(s) we hope to have influenced in the future

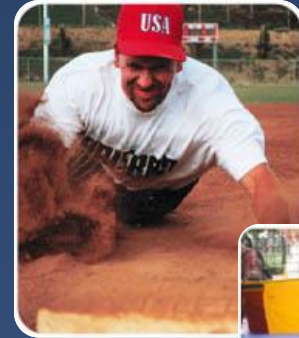
**Mission** – Who we serve; the services we are in the business of providing; what we do to work towards and achieve our vision; why we do what we do



Next steps....

## Service Assessment

- Aligns with values, vision, and mission
- Review organizational services
- Determine level of responsibility and market position
- Identify “Core Services”
- Develop provision strategies



Next steps....

## Service Assessment Matrix

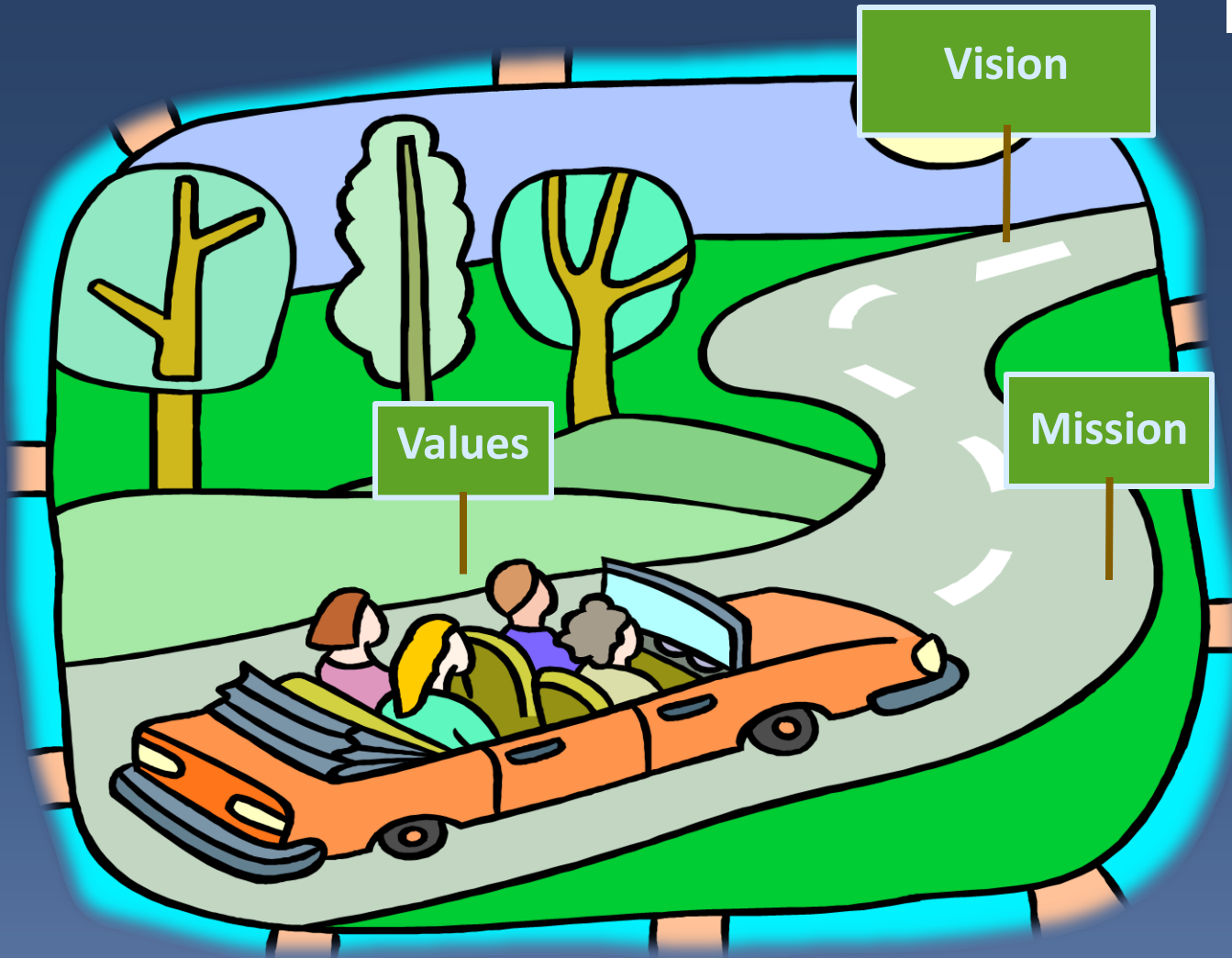
Staff work sessions to assess all services based on four criteria or filters

- Fit
- Financial Capacity
- Alternative Coverage
- Market Position



Credit: Dr. Ian MacMillan – used for non-profit strategic planning



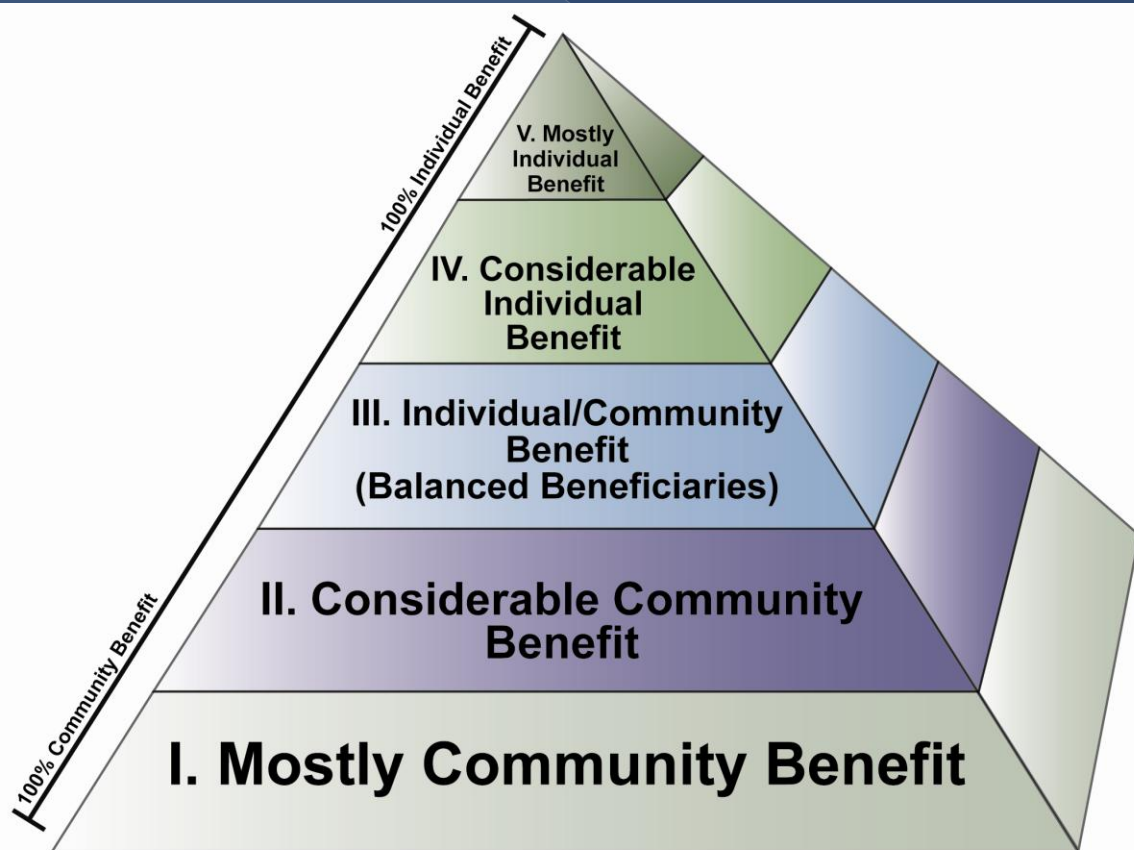




Next steps....

# Resource Allocation

## The Pyramid Methodology



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Where do we use  
our resources?

What do we  
subsidize with  
taxpayer funds?

Next steps....

## Products

- Service Assessment Matrix
- Resource Allocation Model
- Cost Center Models
- Service Portfolio with Pricing Strategies
- Fee Comparisons
- Draft and Final Study

# Project Schedule

**Process, CSF & Community Profile      June**

## **Data Gathering & Analysis**

- **Summit 1 – Values & Vision**
- **Summit 2 – Sorting services**

**July-December**

**Aug 10<sup>th</sup> week**

**Nov 29<sup>th</sup> week**

## **Report Development**

- **Optional summits 3 & 4**

**January-March 2011**

# Sharing time!



# What Do You Value about Parks and Recreation Services?



What San Diego County issues or problems exist that parks and recreation can address?



What is the value of parks and recreation to the community? What positive outcomes can parks and recreation influence?



What are the UN-MET Needs in the County?



**Thank you!**

**Acknowledgements**

**Karon Badalamenti, CPRP  
Principal & Project Manager**

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**Closing remarks**

**[www.sdparcs.org](http://www.sdparcs.org)**



# Trends

- Environmental awareness & sustainability
- Alternative transportation
- Partnerships with private or other agencies
- Managed cost recovery
- Themed décors
- Higher level of design



# Trends and Impacts

## Baby Boomers

- Will never be “seniors”
- Increased demand for fitness centers
- Increased use of pools for fitness and warm water activities
- Want shorter sessions and more options
- Increased interest in outdoor recreation, parks and open space
- Increased interest in historic and cultural focus



# Recreation Center Trends

“One-stop” facilities to serve all ages

Large, multi-purpose regional centers

- encourages retention and participation
- saves on operating expenses due to economies of scale



# Trends

*The average Fitness Center area has increased  
20-30% in the last 5 Years*

## Evolving equipment and space needs

## Demand and time of use

- Increased user participation
- A larger social environment

## Diversity of offerings

- Gender / age preferences
- Seniors, women, teens





# Spray Grounds



# Parks and Open Space

- “Extreme Sports”
- Nature / Environmental Centers
- Trails, trails, trails
- Public Art





# Parks and Open Space

- Public Gathering
- Dog Parks
- Historical Amenities



